R E P O R T R E S U M E S

ED 011 893 UD 001 241

IMPLEMENTING PLANS FOR PROGRESS, A SELECTION OF RESUMES OF EXPERIENCES OF PLANS FOR PROGRESS COMPANIES IN IMPLEMENTING THEIR PROGRAMS--INTENDED FOR USE BY OTHER INTERESTED PLANS FOR PROGRESS COMPANIES.

BY- MATTISON, E.G. AND OTHERS
ADVISORY COUNCIL ON PLANS FOR PROGRESS, WASH., D.C
PRESIDENTS COMM. OF EQUAL EMPLOYMENT OPPORTUNITY

PUB DATE JUN 64

EDRS PRICE MF-$0.09 HC-$1.28 32P.

DESCRIPTORS- *EQUAL OPPORTUNITIES (JOBS), RACIAL INTEGRATION, *EMPLOYMENT PRACTICES, *EMPLOYMENT QUALIFICATIONS, NEGRO EMPLOYMENT, MINORITY GROUPS, CASE RECORDS, RECRUITMENT, COMMUNITY PROBLEMS, PLANS FOR PROGRESS, DISTRICT OF COLUMBIA

PREPARED AS A GUIDE TO PROVIDE UNPLEDGED EMPLOYERS WITH PRACTICAL INFORMATION ABOUT THE TECHNIQUES USED BY COMPANIES PARTICIPATING IN "PLANS FOR PROGRESS," A PROGRAM IN WHICH EMPLOYERS COMMIT THEMSELVES TO OFFERING EQUAL EMPLOYMENT OPPORTUNITY, THIS BOOKLET DESCRIBES ACTUAL SITUATIONS REPORTED BY "PLANS FOR PROGRESS" COMPANIES. THE FIRST SECTION OF THIS GUIDE DISCUSSES SUCCESSFUL APPROACHES TO THE INTEGRATION OF MINORITY GROUP EMPLOYEES INTO THE WORK FORCE AND SOME OF THE PROBLEMS COMMON TO MOST PLANS FOR PROGRESS PROGRAMS. THE SECOND SECTION CONTAINS SPECIFIC CASES ILLUSTRATING VARIOUS ASPECTS OF THE PROGRAM. THEY ARE LISTED UNDER THE FOLLOWING HEADINGS--(1) PREPARING EMPLOYEES AND THE COMMUNITY FOR INTEGRATION, (2) RECRUITING AND SELECTING MINORITY GROUP EMPLOYEES INTO AN ACTIVITY, (4) UPGRADING THE QUALIFICATIONS OF APPLICANTS AND EMPLOYEES, AND (5) COMMUNITY PROBLEMS AND PROGRAMS. (NH)

EDO111893

Permission to use
Unpublished
stamp UD 01241

IMPLEMENTING
PLANS FOR PROGRESS

UD 001241

PLANS FOR PROGRESS
1815 - H Street, N.W., Washington, D.C. 20006
Phone 961-5555

32 p

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
OFFICE OF EDUCATION

THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL OFFICE OF EDUCATION POSITION OR POLICY.

IMPLEMENTING
PLANS FOR PROGRESS

A Selection of Resumes of Experiences of Plans for Progress Companies in Implementing their Programs---Intended for Use by other interested Plans for Progress Companies.

Survey Prepared by:

THE COMMUNITY RELATIONS COMMITTEE OF THE
ADVISORY COUNCIL ON PLANS FOR PROGRESS

June 1964

THE PRESIDENT'S COMMITTEE ON EQUAL EMPLOYMENT OPPORTUNITY

COMMUNITY RELATIONS COMMITTEE MEMBERS

Chairman:

E. G. Mattison
Director of Industrial Relations
Lockheed-Georgia Company
Lockheed Aircraft Corporation

Members:

Ernest G. de la Ossa
Vice President, Management Planning
Federated Department Stores, Inc.

M. M. Doner
Labor Relations Counsel
National Lead Company

William S. Loose
Industrial Relations
Dow Chemical Company

T. G. Shirreffs
Director, Employee Relations
Standard Oil Company (Ohio)

D. R. Zook
Corporate Director, Personnel Services
North American Aviation, Inc.

I N T R O D U C T I O N

The purpose of this guide is to provide employers with practical information about the approaches and techniques used by organizations participating in Plans for Progress; to implement their plans, and to analyze how their problems occurred and how such problems were resolved.

The material in this guidebook describes actual situations and occurrences reported by Plans for Progress employers. These descriptions have been made as brief as possible. The companies involved are not identified by name, nor is their location stated, except in general terms when the location itself is of significance. However, each example is coded.

Since most of the organizations have agreed to discuss their particular approach or techniques with other employers on request, a sharing of experiences will thus be available, so that any one company can draw upon the reported experiences of others. The code can be used as a reference for follow-up.

Responsible company representatives who wish to make such a follow-up by direct contact with one of the companies described may inquire of the Plans for Progress office, 1815 H Street, N. W., Washington, D. C., mentioning the code letter. If the company concerned has expressed its willingness to discuss its experience, the name of the person to contact will be released.

C O N T E N T S

This guidebook is arranged in two sections in looseleaf form. As additional material of interest is received from Plans for Progress companies and other sources, additional pages will be developed and released to manual holders.

SECTION I

A general discussion of the approach that appears to characterize successful and comparatively trouble-free integration progress, and a discussion of problems that appear to be common to most programs.

SECTION II

Cases from Plans for Progress companies.

A. Preparing employees and the community for integration.

B. Recruiting and selecting minority employees.

C. Introduction of minority employees into an activity.

D. Upgrading the qualifications of applicants and employees.

E. Community problems and programs.

SECTION I

1. Activities that characterize generally successful approaches to the integration of minority employees into the work force.

2. Some problems that appear to be common to most Plans for Progress programs.

SECTION I

THE PATTERN OF SUCCESSFUL APPROACHES TO THE INTEGRATION OF MINORITY EMPLOYEES INTO THE WORK FORCE

The companies that have signed Plans for Progress have committed themselves to AFFIRMATIVE ACTION to provide equality of opportunity in employment. Affirmative action means that, not content with policy statements for the record, each of these companies is undertaking positive action to cultivate sources of qualified applicants from all segments of the community, and to assist the community to produce qualified applicants. Some of these companies have had years of experience, and have reasonably smooth, and generally accepted equality of opportunity practices as a normal routine of their operation. They have encountered problems and have resolved them, or have determined how to go about resolving them.

The approaches used by these companies have much in common and their experiences may be of value to organizations concerned with equal opportunity practices. It would be unrealistic to claim that all is "sweetness and light" even in the generally successful program. There are always human factors to consider, local community traditions and mores, competitive marketing sensitivities, and the increasingly complex skills required of a work force. These cannot be handled by a formula, or without the need for prudence on the part of the management, and the minority group. Each of these factors, however, can be isolated, examined and corrected over a period of time, if the company has a consistent overall policy or set of standards by which it operates in the equal employment opportunity area.

A review of "successful" equal opportunity programs shows a fairly well-defined pattern in the way each company has approached the problem and resolved the sometimes very difficult and emotional conditions it encountered. The review also shows certain long-range problems that are common to all, and that require long-range, creative and flexible approaches to resolve. "Successful," as used in connection with this guide does not mean that the job is already accomplished at these companies; it means rather that the companies have started along the road to equal opportunity, and have taken the first steps without too much difficulty.

WHAT THE COMPANIES DID

In each case:

Top management of the company declared publicly and to employees that it was interested primarily in the qualifications of people for employment rather than other factors such as race, color, creed, national origin, etc.. and stated this belief in its recruiting of employees, and in employee handbooks and other media available to employees and the community.

Top management, by continued interest and follow-up, demonstrated to its supervisory force and employees that it was sincere. It reacted to evidences of discrimination, or apparent reluctance of its lower-level managers to hire members of minority groups. It was willing to make its point of view known repeatedly to its employees, their representatives, members of minority groups in the community and the community at large, as well as to each of its employee sources, such as public and private employment agencies, colleges, universities and vocational schools.

The company reviewed its current internal procedures relating to promotion, pay and benefits to insure equitable administration using criteria other than color, race, etc.

The company recognized that even though minority group members might have already been employed elsewhere in that company, the introduction of such persons into a new department, skill, level of occupation, or even a geographical location within a plant, requires preparation and communication, not only with the employees immediately affected, but with the whole work force, and even the local community.

The company, after explaining its position to employees when planning to introduce a minority member into the force, stood firm in the face of remarks that "everybody is going to quit" if you hire "them." There are

few if any recorded instances where an employee quit a steady, well-paying job solely because of the presence of a minority person--provided he had been informed in advance of the company policy or of its planned activity and was assured the company would not retreat in the face of his threats.

The company retained centralized direction of its equal opportunity activities rather than expecting each part of the organization automatically to follow its policies. By its headquarters leadership and follow-up, it reassured employees that their actions to eliminate discrimination would be favorably received by top management.

Where unions were present, the company endeavored to negotiate non-discrimination clauses in its labor agreements and very often sought and received union cooperation in resolving problems of discrimination.

This overall pattern is one of explanation and communication--continuous and sincere--with employees, the public, and other levels of management; and of consistency in attitudes, once the organization is committed publicly to equal opportunity employment. Many of the problems described in Section II were the result of failure to explain and communicate.

There are two techniques that appear in almost all successful integration activities:

1. "Pilot Placements - Most companies, when they are starting the process of upgrading the job level of minority employees, use "pilot" placement. This, simply, is the assignment of carefully selected minority persons to jobs where they will be accepted and noted by a large number of people on a routine, daily basis; and where, of course, such placements are justified from the standpoint of qualifications.

2. Professional and Technical Placements - The introduction of minority employees such as engineers, scientists, and research personnel into the technical and professional areas of an organization appears to be generally accepted without much comment. The individuals are usually immediately respected for their professional qualifications, and this gains time to demonstrate their personal qualities. With a professional as a "pilot" placement, other placements apparently cause less apprehension.

The activities listed above have been apparent in those organizations that consider themselves to be making progress. But there is also a major prob-

lem that appears "across the board." It concerns the ability of the local community to provide qualified applicants for the positions that have been newly opened to minority members.

In almost every case, the company has had to "reach out" to encourage and motivate a minority person to apply for employment. It has had to take positive steps to develop sources of qualified people. It has had to conduct educational activities that provide the community with a more realistic idea of what is involved in semi-skilled, skilled, technical and administrative employment.

This is a long-range problem which requires the cooperation of educators, vocational counselors, community leaders, and minority group leaders.

SECTION II

SELECTED "CASES"

FROM

PLANS FOR PROGRESS COMPANIES

A. PREPARING EMPLOYEES AND THE COMMUNITY FOR INTEGRATED EMPLOYMENT

CASE A-1

A company in a medium-size metropolitan area in the South was the only firm in the Community to employ Negro females in clerical and factory occupations.

Company Action: The employer took steps to condition acceptance on the part of the work force by advising employees in advance regarding plant integration moves. Care was exercised in the selection of minority females, with appropriate follow-up to effect a smooth transition. Throughout, the company maintained close liaison with local Negro leaders to gauge reaction and opinion. Company officials gave talks to local groups on their policy and methods of integrating the work force.

Result: Favorable results with no apparent problem regarding transition.

Comment: For a pilot program of introducing minority employees into a new job situation, this company regards it desirable to hire or place two Negroes at the same time, since in their experience it seems to lessen tensions sometimes associated with initial acceptance. The management is careful to avoid placing employees in any positions for which they are overly qualified.

CASE A-2

A national company had to rapidly man and activate a completely new facility in an area where state and local laws and customs enforced segregation.

Company Action: The company determined to stick by its policies of non-discrimination, but to apply them by degrees. At each step, it enlisted civic, community, education, and social leaders to assist; explained exactly what it proposed to do, then went ahead.

Result: While it took longer to complete than if located in another community, the plant was established on an integrated basis with no particular difficulty.

A. Preparing Employees and the Community for Integrated Employment (Cont'd.)

CASE A-3

A large nationwide company has a plant in a medium-size (40,000) Northern city. The area has very few (.2%) non-white residents.

During the course of its routine college recruiting activities, the company located and employed a minority person and placed him in this plant. He was the first Negro college graduate to be employed at this level in the community.

The appearance of the Negro in the community caused unrest because of rumors that the company intended to bring in large numbers of Negroes.

Company Action: The personnel manager immediately made a public statement at a civic meeting. He affirmed that the company hired only on the basis of qualifications and that it would continue this policy. He stated that he assumed that other Negroes would be expected to qualify for employment but that he did not predict large numbers of any minority would be hired. The nature of the work and the technology involved make difficult the location of qualified persons of any race.

Result: The agitation and unrest died down immediately. Since then, two more Negroes have been employed with little or no comment.

Comment: The company now believes that the management should have clearly informed the public of its position before rumors were "allowed to snowball."

A. Preparing Employees and the Community for Integrated Employment (Cont'd.)

CASE A-4

In a northern, essentially white, one-industry city (30,000), a large, highly technically-oriented process industry company unit (15,000 employees) with an active minority professional recruitment program had acute housing problems and particularly so for unmarried male and female technically-trained Negro applicants. Housing barriers for members of other minority races had been eliminated completely several years earlier. Without adequate friendly living conditions, highly qualified applicants for professional as well as secretarial positions could not be recruited. Overt company pressures on the community had to be avoided to prevent counter-reaction.

Company Action: Management quietly but actively communicated its program and problems to the city government, civic and religious organizations, and also trade groups. The formation of a Community Relations Commission to seek solutions and to encourage objective discussion in the community of this and similar problems involving attitudes was encouraged. After individual private discussions, rooming and apartment house owners having favorable attitudes were invited to lunch to discuss open occupancy for minority professional employees. The owners joined together to quietly solve the housing problem among themselves and to encourage other such owners to help them.

Comment: This company believes the avoidance of overt pressures on the community and the friendly, open and objective discussions with crucial community leadership were critical to the favorable actions obtained.

A. Preparing Employees and the Community for Integrated Employment (Cont'd.)

CASE A-5

This company is in a small community in a generally segregated area. On the basis of qualifications, the management found that the most eligible applicant was a Negro, the first to be employed at that job level in the community.

Company Action: On an informal basis, company officials discussed with the "natural leaders" in the plant and the community the necessity for selecting the best qualified person and sought their cooperation.

A Negro was hired, and there have been no particular problems.

CASE A-6

The company took affirmative action to establish full liaison with Negro organizations and solicit cooperation in locating qualified minority people.

Company Action: The company enlisted the aid of the Social Director of a Negro group in securing qualified applicants. Employees were informed of proposed action and urged to cooperate.

Result: Follow-up evaluations are made of working relationships to ensure that the fine initial favorable response by all employees continues.

Comment: It is important to make periodic follow-ups in order to keep abreast of employee attitudes.

A. Preparing Employees and the Community for Integrated Employment (Cont'd.)

CASE A-7

This unionized unit (1,300 employees) of a very large processing industry company is located in an Eastern border state city (40% minority) that has been experiencing much discord. The company has been successful in extending job opportunities to minorities and also in desegregating facilities. Strong feelings were evident against the introduction of minority females in both the plant and office and against the desegregation of facilities. Seniority provisions have been equally applicable to all union members (1,000) for twenty years.

Company Action: The management has maintained continuing broad discussions with the unions and with influential white and minority leaders, and has developed a healthy spirit of tolerance and patience. The cafeteria was desegregated by removing a separating wall and later combining separate serving counters. Later, during an expansion, separate lockers, showers, and toilet facilities were combined without incident. Last year, during expanded hiring, ten minority females were added to the plant force and were assigned desegrated facilities. The barrier having been broken, two minority employees were added to the office staff. Common dining and toilet facilities are being used without incident. A Negro male has recently been promoted to relief foreman supervising white girls and several men.

Comment: Through long-term, patient process, acceptance has been gained by all employees. Excellent communications with all major crucial elements were established, each step being followed by an adjustment period. If this experience were repeated, the company would use the same step-by-step process, but with a much shorter time schedule.

A. Preparing Employees and the Community for Integrated Employment (Cont'd.)

CASE A-8

A precision equipment manufacturer in a large Northeastern area experienced a problem in attempting to locate suitable housing for a newly hired professional Negro. The employee gave up after eight days of house-hunting to accept work in another area where he felt he would be more readily accepted in the community.

Company Action: Company representatives had assisted in the search for suitable housing for this employee by making appointments, providing literature, arranging meetings with realtors, and driving him to home sites.

Result: This person found locating a satisfactory residence in the area of his new job equally difficult and asked to be re-employed. Upon his return, suitable housing in the city was located with the help of the Urban League and fellow Negro employees.

Comment: The consensus is that he initially quit too early in his search for suitable housing. It appears best in such cases to attempt to seek real estate in integrated urban areas, utilizing the Urban League and other Negro employees where possible.

B. RECRUITING AND SELECTING MINORITY EMPLOYEES

CASE B-1

The company had been hiring minority persons for some years. After it had signed a Plan for Progress, it wanted to make certain that the minority employees were placed according to their actual qualifications, and equitably paid. It also wanted to determine if any of them could be upgraded to jobs requiring higher qualifications.

Company Action: Utilizing its machine-tabulated records, the company conducted a study of the job status, training and pay of its minority employees. Comparisons were made between them and other employees.

Result: The company is generally satisfied that its minority employees are properly classified and compensated. Two were found to possess qualifications for higher-level positions and were promoted.

CASE B-2

The company asked local ministers to refer minority members, and discovered that bad feelings, rather than good, were aroused, because only a very small number of those referred were qualified for the positions available.

Company Action: The company invited the ministers to visit its employment office so they might see what actually took place in the employment process, and also invited them to visit the plants and watch the jobs being performed.

Result: The local ministers are referring more realistically; Negroes are being employed, and the community opinion is favorable.

Comment: If this were to be done again, the company would have defined its requirements more specifically to insure that non-qualified persons were not given the impression that they would be hired regardless of qualifications.

B. Recruiting and Selecting Minority Employees (Cont'd.)

CASE B-3

Very few Negroes were applying for employment except in unskilled occupations, despite the fact that the company had not practiced discrimination.

Company Action: The company held meetings with leaders of the Negro community, including ministers, educators and representatives of the NAACP. It also advertised job openings in the Negro press, and in addition helped form a community committee of employers to promote equal opportunity employment.

Result: Negroes possessing more favorable qualifications have now started to apply for employment, and are being hired in the semi-skilled, skilled, and office areas.

CASE B-4

This West Coast-based company had difficulty in attracting qualified Negro employees, despite advertising in Negro papers and extensive community contacts.

Company Action: The company instituted a "personal referral" system. Negro employees were asked to refer applicants they considered to be qualified.

Result: This has been a most effective recruiting technique.

Comment: Since anyone who makes a referral is convinced that the person he recommended is qualified, there is likely to be a morale problem if the referred individual is not hired. In this situation, the company should immediately explain its actions to the employee who made the referral.

B. Recruiting and Selecting Minority Employees (Cont'd.)

CASE B-5

In recruiting at Negro colleges, a large Eastern company sometimes interviews students who have not earned sufficient credits in their specialty to meet the company's normal professional standards, but do meet all other standards for employment.

Company Action: The student is offered a position at a sub-professional level in his field of study, and given educational aid to obtain the additional credits needed. When this is accomplished, he is assigned to the professional level.

Comment: This approach requires complete understanding between the individual and his supervisor concerning the reasons for his sub-professional assignment.

CASE B-6

A large decentralized manufacturing and servicing company in a large, rather tense southerly city (one-third minority) decided to break the segregated pattern and fill an apprentice-mechanic opening at each of two branch service locations (about 75 employees each) with qualified minority candidates.

Company Action: With the complete cooperation of the IAM union representative, two carefully screened candidates were selected from a technical school to become apprentices.

Result: Mangement, union, and fellow employees are reacting favorably to the apprentices after two months of demonstrated ability.

B. Recruiting and Selecting Minority Employees (Cont'd.)

CASE B-7

In 1963, after many years of not seeking additional female employees, a small manufacturing firm in a Northeast industrial area having no integration problems decided to hire two women.

Company Action: The company followed established recruitment procedure in locating and hiring the women, one a Negro--the first Negro female employed by the firm. Normal job orientation procedures were followed.

Result: No difficulties were encountered.

Comment: In a like situation in the future, the firm would handle the same way, with absolutely no deviation from established procedure and policy.

CASE B-8

There was an obvious reluctance among Negroes to apply for employment at this firm--located in a large West Coast city--since the plant was in a part of town where few Negroes had previously worked.

Company Action: The management launched a special recruiting program in conjunction with the Urban League, advertised and made spot radio announcements that the company would recruit at the Urban League office at scheduled times.

Result: This approach has been successful, and more qualified minority applicants are being recruited. The company now has a more favorable reputation in the Negro community.

CASE B-9

The company wanted to demonstrate that it was willing to hire on the basis of merit without prejudice.

Company Action: The firm worked with the State Employment Service in analyzing the content of its jobs in order to enable the Service to recommend qualified candidates.

Result: This action has contributed to the elimination of any claims that the company discriminates on the basis of color, race, religion or national origin.

CASE B-10

The company, as part of its program to hire minority persons, decided to try to locate a Negro for a highly skilled position.

Company Action: When unable to recruit a qualified Negro in the immediate area, the company decided to extend its recruitment to neighboring communities. Even with this broader source, the company was unable to find a minority representative who was fully qualified for the job. At this point they decided to consider one with only potential qualifications for the job. This decision involved some expense in terms of moving the employee and his family to the new location, etc.

Result: The decision to hire this man seems to have been a wise one. He has proved able to hold his own in "work performance," and also has a desirable personality.

C. INTRODUCTION OF MINORITY EMPLOYEES INTO AN ACTIVITY

CASE C-1

This unionized company (3,000 employees) in a Midwest city of 100,000 (17% Negro) had employed Negroes for some time, but none in a supervisory job involving a racially-mixed group. When several such openings became available, it was found that the best qualified individuals were Negroes.

Company Action: The management re-emphasized its equal employment policy of promotions on the basis of work qualifications, appointed several Negroes to supervisory positions, and fully supported its action.

Result: The program appears to be working well and without incident.

CASE C-2

The company operates a specialized training school for women employees in a type of public contact work in which no Negro women had previously been employed. As the school is located in a Southern city, it was felt that any problems that arose would receive national attention.

Company Action: A Negro girl was selected and assigned to the school as a clerical employee until there was daily acceptance of her presence, and all concerned knew her and liked her. Then, after several months, she was assigned to the school as a student.

Result: She was accepted with no problems. The company is planning to hire and assign other Negro women as students.

Comment: Top management support was given to this plan. The school administrators were informed in advance, and the individual was very carefully chosen to make a favorable impression on the faculty and the other students.

C. Introduction of Minority Employees into an Activity (Cont'd.)

CASE C-3

A major public utility company in a large Northeastern city (30% minority) had never employed minority people in the Employee Relations Department.

Company Action: The company decided to employ a minority person in a responsible position, and communicated this decision to all employees. The management was advised that three valued employees would take pensions, and that certain others would refuse to work with the new employee.

Result: The management remained firm, and after a year's employment the minority person has been completely accepted by all employees in terms of both competence and congeniality.

D. UPGRADING THE QUALIFICATIONS OF APPLICANTS AND EMPLOYEES

CASE D-1

The company had difficulty in attracting Negroes with minimum qualifications for semi-skilled, skilled, and clerical positions.

Company Action: The company instituted a plan whereby it requested Negro employees to contact their schools (teachers and students) and explain exactly how their school training had helped them to get and keep their jobs. It was believed this would help students to prepare themselves more realistically.

Comment: If fully informed of actual job requirements, the various educational institutions and vocational agencies will revise programs and curricula accordingly.

CASE D-2

This company, located in a large Southern community with a substantial minority population, was unable to find qualified Negroes for its industrial training programs.

Company Action: The company joined with the Urban League in developing experimental programs in the community to upgrade the qualifications of young people to meet the entry level requirements of skills-training programs.

The company-Urban League proposals have been submitted for approval to local, state and federal agencies.

Comment: The company thinks the toughest problem is how to point out to the various agencies and institutions the inadequacies of current vocational education programs.

D. Upgrading the Qualifications of Applicants and Employees (Cont'd.)

CASE D-3

The demand in this company for technically trained employees is growing, and it is difficult to attract qualified applicants regardless of race. The young people of the community--and their sources of guidance--clearly need to learn what opportunities exist, and the best means of preparing for them.

Company Action: With the assistance and sponsorship of the Urban League, the company instituted:

1. An Equal Opportunity Student Career Day.

2. An Employment Opportunity Ministers' Conference.

Information programs and plant tours were conducted for each group to acquaint them with job content, eduational requirements, etc. Negro employees participated in the luncheon discussions with these guests to help communicate that jobs are available in the industry to those who prepare themselves. Assistance from influential leaders in the minority community was important to the success of the program.

CASE D-4

A heavy equipment manufacturer wanted to hire a Negro in a retail sales training position (having done so successfully many years earlier).

Company Action: With the cooperation of the local Urban League, the company hired a qualified Negro lacking only five hours' credit toward a college degree. He is continuing his education under the firm's tuition refund program.

Result: Favorable comments have been received from many other industrial people and customers.

Comment: After careful selection and placement, the company recommends proper follow-up to make certain that a Negro trainee is provided with the essential materials and information, etc., so that he may have a fair opportunity to demonstrate his ability.

D. Upgrading the Qualifcations of Applicants and Employees (Cont'd.)

CASE D-5

A Southern company found that a very small percentage of Negro applicants was meeting the minimum requirements of the available positions.

Company Action: The company started to share with school counselors and administrators the details of the inadequacies and deficiencies that were being noted during the employment process.

In-plant workshops were also started with education personnel, and company representatives visited schools to explain actual job requirements. They were able to help identify educational objectives as a guide to prepare students for entry into industrial jobs in skilled, administrative, and technical occupations.

Comment: The company says: "The solution to the problem is a long way off."

CASE D-6

An engineering and manufacturing company with major facilities in two Western states offers annual university scholarship and fellowship awards without prejudice to outstanding science and math students. Minority people had already received fellowships, but with the introduction of scholarships to secondary school graduates in 1962 no minority candidates were at first chosen, despite extensive circulating of the award offers to school administrators throughout the two-state area.

Company Action: One of the scholarships was reserved, pending a more thorough search for a qualified candidate. Two such minority people were found, and awards were given to each. In 1963, direct contact with several leading minority organizations failed to produce a qualified student. In 1964, efforts will be redoubled, and in addition promotional literature and application blanks will be mailed to both local and national organizations.

D. Upgrading the Qualifications of Applicants and Employees (Cont'd.)

CASE D-7

The company recognizes the difficulty in locating qualified minority applicants for job openings because of inappropriate educational preparation and motivation.

Company Action: Officials of the company worked with the Industrial Services Department of the local YMCA to develop a recorded color slide presentation directed to youth of junior high school age and their parents. The primary message of the film is that jobs are opening up rapidly in the community, but that an education is needed to take advantage of the opportunities. Thirty local Negroes in all major categories of employment--and each holding a different kind of job--are shown at work in the slides. Emphasis is given to positions in growth fields where high school graduation is the minimum entry prerequisite.

Two-man teams take the slide presentation to Negro homes, where it is shown to three or four families at a time on a personal, informal basis. Following the film, parents and students are encouraged to make better use of school counselors and other guidance opportunities.

CASE D-8

It became very evident to personnel representatives of the company that many of the minority employees had lower aspiration levels, less desire for training, and less information concerning job progression than other employees. The company wanted to motivate these employees to aspire to better jobs.

Company Action: A series of articles was published in the company newspaper explaining lines of progression within various occupations and illustrating how promotion is possible for employees with the desire and the capacity to merit it. Employees were urged to seek more information from personnel representatives.

Result: Response from the Negro, Mexican-American and other minority employees was weak, so the company asked managers and supervisors to make special effort to seek out minority employees and encourage them to seek counseling and job information.

E. COMMUNITY PROBLEMS AND PROGRAMS

CASE E-1

This is a Midwest firm serving widely-scattered locations, with Negroes representing only 1% of the population--mainly in urban areas.

Company Action: As part of the affirmative action under its Plan, the company hired Negro women as Employment Interviewers and Employment Representatives.

Result: In addition to employment duties, Negro women maintain liaison with community minority organizations, informing them of company needs and thus helping to locate qualified applicants.

Comment: As the program has been operating only a short time, it is too early to evaluate its effectiveness. But some favorable response has already been noted.

CASE E-2

This company is located in a medium-sized city in an industrialized Northeastern area with a 3% minority population. Industries in the community are being urged by the NAACP to provide more jobs for Negroes.

Company Action: The management met with clergy and representatives of the NAACP to emphasize its policy of hiring only needed employees who were qualified. The various job requirements were explained in detail, and questions from the floor freely answered. Shortly thereafter, two minority persons were employed--one in the office and one for field work.

Comments: The NAACP appears pleased. The management continues to maintain effective communication with these minority groups. The minority community now understands company policy and has a better appreciation of the job qualifications required.

CASE E-3

Representatives of the NAACP suggested that the employer either transfer or terminate a certain number of white employees and replace with Negroes. A time ultimatum was given the company, with a threat of boycott.

Company Action: The company reiterated its policy and Plan for Progress objectives, and offered to employ a Negro as a student salesman if the NAACP would refer a qualified candidate.

Result: The NAACP was not able to do so, but imposed a boycott anyway. Shortly thereafter, the company hired a Negro as a student salesman, and the situation quieted down.

CASE E-4

An Urban League study within this large West Coast community concluded that a principal barrier to Negroes making an effective job search was their preconceived opinion that they would be discriminated against. It was also concluded that employment agencies, teachers and counselors did not appreciate the extent of equal employment opportunities in local business and industry.

Company Action: Along with over 200 other businesses in a Chamber of Commerce program, the company publicly endorsed equal employment opportunity by signing the following statement addressed to personnel agencies in the area:

> "Please be officially advised that we want you to refer qualified applicants to our personnel department without regard to race, color, religion, or national origin."

Comment: The Urban League is planning to publish a booklet which will provide tips on how to look for work and acquire training, and which will also list the companies who became signatories to the above statement. The booklet will be widely distributed through employment offices, labor unions, and educational institutions, and is expected to create a tremendous motivational impact upon the minority community.

GPO 880-826